

What: Advisory Boards' Convocation Speech

Good afternoon and welcome to the first annual Georgia Tech Advisory Boards' Day. Thank you for coming. On behalf of the Institute, I'd also like to thank you for all of the good work you do for us as a member of one of our important School, College, Athletic, or Institute advisory boards.

Today, Georgia Tech stands on the threshold of a new era. On the other side lies greater national and international recognition.

However, before we commit to crossing that threshold, I'd like to take a brief moment to talk about how we came to be where we are.

Through the years, the core values of Georgia Tech have not changed. Inside, who we are—is the same. Today—just as in 1888 when we opened our doors—we are committed to excellence in education, service to the state of Georgia and the nation, and practical, results-oriented research.

On the outside, however, we've seen some great changes. Physically, the changes are obvious. The new Olympic dorms, the Aquatic Center, and the Manufacturing Related Disciplines Complex are some very visible reflections of our modern university.

Not-so-visible changes include our surge in national recognition as evidenced in national ranking, our endowment which has grown from just \$20 million in 1981 to \$360 million in 1996; a revamped curriculum incorporating five colleges; and a more diverse, bright, and able student body.

In my brief one and a half year tenure as president of Georgia Tech, it has become clear to me that Georgia Tech has the potential to compete—across the board—with the best in the nation. We are perhaps one of a dozen or so institutions in the nation with such circumstances. Some will make it, some will not.

Georgia Tech should be one of those that succeeds.

In this region, our rise is paralleled by that of Emory University and the emergence of the University of Georgia as an institution known for much more than football. I mention this since our growth as an institution will be enhanced by that of our sister institutions and our collaboration with them. If each of us achieves our potential, the three of us and other regional universities will be a major force in fueling economic development in Georgia.

Of course, sister institute or no, we will still do our best to crush the University of Georgia as well as the others in athletic endeavors—although I don't think we need to worry about Emory just yet.

In the last few years, we began laying the foundation for future success. Our endeavors include: (Click here—first slide up will be title slide.)

TITLE SLIDE

SLIDE ONE—read title, then say:

Constructing our vision was an important step for us—as it was the first move toward defining our strategic direction. The Vision states: (read from slide)

“Georgia Tech will be a leader among those few technological universities whose students, alumni, faculty, and staff define and expand the frontiers of knowledge and innovation. Georgia Tech seeks to create an enriched, more prosperous, and sustainable society for the citizens of Georgia, the nation, and the world.”

Other steps we’ve taken to build a strong foundation include: (CLICK ON SLIDE TWO)

SLIDE TWO

- Our vision
- Completing our strategic plan
- Re-engineering administrative structure and processes
- Creating the leadership team
- Making Olympic “chaos” manageable

And

- Building the resource base

As you can see, we've been busy. But the steps we've taken to lay the groundwork for a successful future actually aren't what I'd point to as the most vital accomplishments of the last two years. More importantly, we've defined the challenges facing us—as well as the opportunities.

First, I'd like to take a brief moment to address the challenges. Those facing us include:

(CLICK ON SLIDE THREE)

SLIDE THREE

- Diminishing federal funding
- The Olympics
- Campus safety
- Facilities funding

And

- Increased out-of-state tuition

Another challenge lies in continuing to build our talent base—therefore increasing our prestige.

(CLICK ON SLIDE FOUR)

SLIDE FOUR

With that in mind, I'd like you to take a look at the following chart depicting a comparison between National Academy of Engineering members at Tech and at other comparable universities. As you can see, we're ranked pretty highly. However, you should also note, there is vast room for improvement.

(CLICK ON SLIDE FIVE)

SLIDE FIVE

There is even more room for improvement with regard to National Academy of Sciences members. I won't say the name out loud, but there's one school on that list, I'd like to catch up to and pass very quickly.

In order for us to be accepted one of the nation's best universities, we must bring our memberships in these national organizations up.

Counterbalancing the challenges facing us are our competitive advantages. Benefits such as:

(Click on Slide Six)

SLIDE SIX

- Our growing reputation
- Strong student demand
- Positive state support
- Olympic legacies

And

- Our location in Atlanta

In fact, when those advantages are seriously considered, it leads to one inescapable conclusion:

(pause)

That this is the time for Georgia Tech. Our obstacles are within our grasp. Our opportunities, reputation, and strength as an institute are unprecedented.

Our time has come.

I don't expect—or want you to take my word for it. Let me break down the advantages I just mentioned:

(Click on Slide Seven)

SLIDE SEVEN

I'll start with rankings. Thirty years ago we were considered a strong, regional school. Today, we're in the top-tier of national rankings. We're one of only 15 public institutions in the top 50,

our academic reputation is 27th when both publics and privates are considered, and 15 of our colleges, schools, and programs rank within the top 20.

In addition to the rankings we received from serious publications, we were ranked rather highly from a rather unexpected source.

(CLICK ON SLIDE EIGHT, PAUSE, GIVE THEM TIME TO TAKE IT IN, THEN BEGIN SPEAKING:)

SLIDE EIGHT

In March of this year, *Rolling Stone Magazine* listed us among the nation's 15 best buys in higher education in an article with the memorable front-cover teaser of: "Cheap Schools! Real Jobs! Rock and Roll!"

CLICK ON SLIDE NINE

SLIDE NINE

As you can see, word about Georgia Tech is getting out. In fact, evidence of our progress and increased academic prestige can be found in the growing number of applications we receive each year.

CLICK ON SLIDE TEN

Likewise, state support levels have given us cause to celebrate.

CLICK ON SLIDE ELEVEN

Our Olympic legacies are also tangible evidence of our strengths and the advantages we possess. From our Aquatic Center
(CLICK ON SLIDE TWELVE)

SLIDE TWELVE

to our brand-new residence halls to the Olympic Plaza, we've certainly made great strides toward a better collegiate environment for our students.

CLICK ON SLIDE THIRTEEN

Further Olympic legacies include:

- Recreated Techwood/Clark Howell homes
- FutureNet
- Media exposure during Olympics/Paralympics

The father of the modern Olympics Baron Pierre de Coubertin once said: "The most important thing in the Olympics is not winning, but taking part." (PAUSE)

Georgia Tech has done more than simply take part in the Olympics—and generations of students will be the winners.

SLIDE FOURTEEN

And, last, our location in Atlanta is also an advantage. Atlanta is metropolitan, fast-paced, and energetic—a perfect foil for Georgia's only technological university.

As you can see Georgia Tech has built a durable foundation. Today, we're stronger than ever before and face opportunities unparalleled in our past.

However, if we do not move quickly to take advantage of our progress, overcome our challenges, and maximize our opportunities, the window will close in our faces. Together,

following the shared vision and the strategic plan, we must work hard—and work together to make the most of this unprecedented opportunity. The whole campus community must come together in this quest.

As we begin our quest, I would like you to offer two quotes. The first reinforces the idea that today is Georgia Tech's moment in history. The second is one that has given me much comfort over the years.

CLICK ON SLIDE THIRTEEN

“There is always one moment...when the door opens and lets the future in.”

Graham Greene

CLICK ON SLIDE FOURTEEN (DON'T SAY ANYTHING. JUST LET THEM SEE IT. HERE IS WHERE IT WOULD BE A GOOD IDEA TO WALK BACK TO THE PODIUM WHILE THE SLIDE IS UP.)

“JUST DO IT”

END SLIDES—HOWEVER LIGHTS SHOULD STAY DIM. DON'T ASK FOR LIGHTS TO COME UP.

The question now becomes: what must we do to move forward? What lies ahead for Georgia Tech?

First of all, we must all attempt to understand Georgia Tech's strategic goals. Only then can we all move forward together.

However, even with a plan, taking that step forward into the new era—will not be easy. To properly fuel our efforts and allow

Georgia Tech to achieve the edge in excellence, leverage, and maneuverability, we must look beyond our current resources.

LIGHTS COME UP. (YOU DON'T HAVE TO ASK THE LIGHTING CREW FROM THE CENTER OF THE ARTS WILL ARRANGE IT.)

As a result, I am here today to announce the kickoff of Georgia Tech's next Capital Campaign. Because of where we are, because of where we've been, because of the unprecedented opportunities awaiting us, the time is right.

And we are ready to begin our drive to place us among the nation's best universities—to fulfill our .

Our goal is impressive—but no less impressive than the progress we've made and the future outlined by our strategic plan. Our goal is \$400 million.

I'm proud to announce today, that we are already a quarter of the way toward success. During the "quiet phase" of the Campaign, more than \$100 million has been raised.

(Lead applause)

Why a campaign? If we truly are on the threshold of success, why do we need extra funds?

To answer that question, I'd like you to remember Georgia Tech's last campaign, the Centennial Campaign. One of the reasons we have the current number of NAE and NAS members

on campus that we now have is the result of the last campaign. Its results substantially increased the number of endowed chairs on our campus.

Other highlights of the Centennial campaign included funding for the establishment of the President's Scholar's program to recruit the best high school students, and funding for the Student Services, Success Center, and MARC Buildings.

Still further reasons for a campaign can be found in the six areas designated to receive funds through the campaign. These areas include:

1. Superior Knowledge

In this area we hope to raise \$80 million to allow us to assemble a critical mass of talent. By increasing the number of endowed chairs and professorships and the leaders as well as leaders-to-be, the Institute can enrich our reservoir of knowledge, strengthen the curriculum, and multiply our human and financial resources. We can also lower the student-to-faculty ratio, one of our strategic goals.

Georgia Tech has far fewer privately funded chairs and professorships than the competition. For example, our College of Engineering has 28 endowed chairs and professorships. In comparison, M.I.T.'s College of Engineering has 110 such endowed positions.

That's a big difference. And you can rest assured, M.I.T. is not resting on their laurels.

2. Students

The next area involves the other key element of human capital,

students. To continue to attract high-quality students—especially in the face of lowered scholarship expectations from Washington as well as the decision by the Georgia Board of Regents to increase tuition levels for out-of-state students, we must have competitive scholarship funding. To meet this need, our goal is to raise \$75 million in this area.

3. Educational Technology

Educational technology is already having a significant impact on how we educate students, and it will become more important in the future. As a technological institution, we need to be at the leading edge of this change. FutureNet and the new wired living environment we have created offer us great opportunity. We've ear-marked \$25 million for this purpose.

4. The Learning Environment

The college experience is more than books and study. Therefore a college campus should contain an environment that helps instill curiosity and the desire to learn—and should offer access to knowledge from the world-over. These funds will include an endowment for the Library and help us add student programs that compliment our academic offerings. Approximately \$35 million is needed to complete this vital initiative.

5. Endowments

Endowments is the next area highlighted. A strong, stable endowment is the hallmark of a maturing and prestigious institution. To help Georgia Tech take advantage of fast-breaking opportunities and future needs we cannot foresee today, \$105 million is reserved for endowment growth.

6. Facilities

While we are adding facilities as a result of the Olympics, our academic infrastructure has not been part of this upgrading process. Forty-nine of our buildings are over 50 years old, and more than 100 are over 25 years old. Our deferred maintenance backlog is estimated at \$100 million. We look to the Campaign to raise \$45 million for the physical development of campus, including a building to allow us to advance our vision for bioengineering and biosciences, and much needed renovations of laboratories and classrooms.

G. Athletics

Last, of the leading technological universities, only Georgia Tech competes at the highest athletic levels in various sports. Maintaining such high academic and athletic standards is a challenge few universities even attempt.

The Campaign will provide \$35 million to help with scholarship needs and to add four intercollegiate sports to help us ascent to the average number offered by other schools in the ACC.

As you can see, we've have a lot of work ahead of us—but I think you'll agree that the end result will more than make up for the efforts we'll face.

Contributing to that positive end result will be our campaign leadership team. You will probably recognize many of the names of these leaders—they are men who have proven their capabilities in national and international business fields—and many of whom held leadership positions during Georgia Tech's

last successful campaign drive. During the quiet phase of the campaign I have come to know and respect them. They are giving of large amounts of their time, provide wise advice, and donate generously themselves.

If our volunteer leadership team would please stand as I call out your name: Bill Moore, honorary chairman; Pete Silas, chairman, Larry Gellerstedt, vice chairman, Thomas Gossage, corporate chairman, John Weitnauer, corporate vice chairman; Buck Stith; individual gifts chairman; Charlie Yates, senior advisor, foundations, Ray Anderson, president of the Georgia Tech Advisory Board; Milt Stewart, president of the Alumni Association; and Charlie Brown, president of the Georgia Tech Foundation.

Thank you gentlemen. (Lead applause). I'd now like to invite Pete Silas up to the podium to say a few words.

Inspirational finish

In closing, I'd like to ask for your help in this venture. Not necessarily your financial help—although we definitely won't turn it down—but as friends and alumni of the Institute, for your help in guiding this campaign—in marshaling enthusiasm and generating commitment toward a better Georgia Tech.

Thank you very much. Next year, I hope to see you back here—and I hope to celebrate with you the successful and record-breaking first year of our Capital Campaign.

The Greek mathematician Archimedes once said, “Give me a firm place to stand, and I will move the earth.” With our leadership team, the foundation we have built, and the opportunities we now face, I too, share Archimedes optimism.

Now is our time.

Together, we can cross the threshold into a new era of preeminence.

Thank you.